



Develop America's Airmen Today ... for Tomorrow

Developing and Sustaining a Culture of Continuous Process Improvement

Robert Hamm
HQ AETC/CCO
24 August 2010

The First Command



Overview



Develop America's Airmen Today ... for Tomorrow

- The Current Environment
- Developing the Culture
- Sustaining the Culture
- Final Thoughts



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The Current Environment



Develop America's Airmen Today ... for Tomorrow

- **The Current Environment**
- Developing the Culture
- Sustaining the Culture
- Final Thoughts



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Current Situation

Develop America's Airmen Today ... for Tomorrow

- Resource constraints will continue to mount – it's getting worse, not better
- Equipment continues to age
 - Average aircraft age now 23+ years
- Manpower costs rising approximately 6% annually
- We have great people but they work too hard/long
- Is there a “tool” to use to help?
 - Yes there is: AFSO21 □





SecAF and CSAF Speaking Out

Develop America's Airmen Today ... for Tomorrow



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



JUN 8 2009

MEMORANDUM FOR ALL USAF COMMANDERS

SUBJECT: Air Force Smart Operations (AFSO21)

The Air Force faces many constraints such as aging systems, increasing costs and dated processes. We are making critical decisions at every level, positioning the Air Force to meet future technological advances and changing warfare. When making informed decisions to close performance and capability gaps, it is important for us to understand the facts and root causes of our problems—to have a sense of certainty that we have implemented the right countermeasures.

AFSO21 represents a fundamental transformation in how Airmen work. You may have noticed a shift in our Airmen's focus beyond applying unique skills to getting the mission done and continually improving mission performance. Built upon the 8-Step Problem Solving Model, AFSO21 identifies performance gaps, allows Airmen to find innovative and effective ways to accomplish the mission, and brings everyone together to solve problems, exploit opportunities and maximize efficiencies. It all contributes to war-winning capability and quality service.

We must take advantage of every opportunity to use AFSO21 principles to improve the processes we perform. We can start by attending training on the 8-Step Problem Solving Model and ensuring the alignment of our efforts with Air Force priorities. We then need to focus our people on improving mission performance and standardizing successful changes.

This work is the responsibility of leaders at all levels in our Air Force. Make it a part of your consistent leadership and "All In" attitude. We ask that you help our Airmen understand and apply this problem solving mindset to perform and improve the mission everyday.

Michael B. Donley
Michael B. Donley
Secretary of the Air Force

N.A. Schwartz
Norton A. Schwartz
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

JUN 5 2009

MEMORANDUM FOR USAF GENERAL OFFICERS
USAF SENIOR EXECUTIVE SERVICE
USAF COMMAND CHIEF MASTER SERGEANTS
USAF CAREER FIELD MANAGERS

FROM: HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

SUBJECT: Air Force Smart Operations (AFSO21) Senior Executive Training

Throughout our Air Force history, we have implemented innovations to establish our position as the world's premier air, space, and cyberspace power. Faced with constraints such as an aging fleet, increasing costs, and dated processes, we must make difficult decisions to meet future technological advances, and the asymmetric methods of our foes.

The Air Force has committed to AFSO21—a critical and enduring journey of innovation that we must all embrace across our Total Force. This is a fundamental transformation regarding how Airmen perform their daily duties. To be successful, a true behavioral shift must occur so every Airman: 1) understands improved mission performance is the objective of all AFSO21 efforts; 2) brings a critical eye into the workplace; 3) pursues innovative and efficient ways to do the job; and 4) comes together to solve problems, exploit opportunities, and maximize efficiencies.

Your leadership is critical to enabling Airmen to effectively implement AFSO21 continuous process improvement. The Executive Leadership Course for general officers, senior executives, command chief master sergeants and career field managers, presented by the University of Tennessee's Center for Executive Education, is designed to augment existing leadership skills with an understanding of how to manage performance and align continuous process improvement. The course includes an immersion in process improvement concepts plus a session inside an industry operation providing firsthand exposure to AFSO21 tools.

I expect you to take full advantage of this Total Force training opportunity. The AF/A1 team will be scheduling you for the AFSO21 Executive Leadership Course.

If you have questions about AFSO21 Training, the POC for this effort is Col Mike Smith in SAF/SO, commercial, 703-696-4419 or email: MichaelS.Smith@pentagon.af.mil.

N.A. Schwartz
NORTON A. SCHWARTZ
General, USAF
Chief of Staff

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What is AFSO21?



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- **Air Force unique model using portions of (tool kit filled with proven programs):**
 - **Lean (80%)**
 - Six Sigma
 - Theory of Constraints
 - Business Process Reengineering
- **Eliminating Non-Value-Added Work**
- **Results-based and focused on the customer**
- **Improving How We Operate - Mission Effectiveness**
- **Linked to OSD, Army, and Navy initiatives**

AFSO21 is the endless pursuit, identification and elimination of waste, variation and constraints in our processes, adapting to change, and continuous process improvement.



What AFSO21 is . . .

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A way of thinking and behaving . . .

. . . that increases capability

- Focuses on what's important
- Focuses on people and mission
- Eliminates unnecessary activities
- Anticipates the future
 - Adapts to change
 - Streamlines processes

...A Never-Ending Journey...

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What AFSO21 is. . . NOT



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- NOT about doing more with less
- NOT changing the fuel mixture
- NOT a measure of body fat
- NOT manpower cuts
- NOT budget reductions
- NOT rocket science...

**It's about open-mindedness, creativity,
and common sense!**

**Leaders must transmit this
message!**



Benefits



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- Identifies resource requirements needed to perform mission
- Identifies waste (equipment, facilities, Airmen's time) that can be removed without impacting mission performance
- Reallocate resources to other urgent requirements
- **Give back Airmen's time**
- More value to the customer



Developing the Culture

Develop America's Airmen Today ... for Tomorrow

- The Current Environment
- **Developing the Culture**
 - **What is Culture?**
 - **Change is Painful (Discussion)**
 - **It Takes a Leader (Creech)**
 - **The Standard Work of Leaders (AF Sr Ldr Crs)**
 - **Give me a map, a vector and a yardstick (AETC Strategy Management) (SWA)**
 - **Show Me! (Lead from the Front)**
 - **No Problem is Problem (NUMMI Example)**
 - **The Importance of Quick Wins (WE Hawthorne)**
 - **Towards a Learning Organization**
- Sustaining the Culture

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What is Culture?



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"...the organization's mind...the shared beliefs that are reflected in traditions and habits as well as more tangible manifestations - stories, symbols, even buildings and products."

"Culture represents the life force of the organization, the soul of its physical body."

Mintzberg, Ahlstrand & Lampel

Strategy Safari: A Guided Tour Through the Wilds of Strategic Management,
2005



Change is Painful

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“Change is painful. Few people have the courage to seek out change. Most people won’t change until the pain of where they are exceeds the pain of change...we can be like the toddler in a soiled diaper...I know it smells bad, but it’s warm and it’s mine! Only when the rash comes out will we cry out. If you keep doing the same things you will keep getting the same results.”

Dave Ramsey,

“The Total Money Makeover” 2007



Change Management is an Oxymoron



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“Change can’t be managed. Change can be ignored, resisted, responded to, capitalized upon, and created. But it can’t be managed and made to march to some orderly step by step process....”

Jim Clemmer

“Pathways to Performance” 1995

BUT

“...top managers are the most influential members of an organizational culture. Because of their relatively high visibility to other organizational members and because power structures favor giving them attention, their behavior provides a model for others...their words are more likely to be heard and their directives obeyed.

Hatch & Cunliffe

“Organization Theory: modern, symbolic, post modern perspectives” 2006

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Why Is This So Hard?

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- We Don't Understand Culture...
- We Don't Teach Change Management
- We Have No Peer
- What's Your Burning Platform
- Baggage from the Past
- No Clear Vision or Direction
- We Live In Stovepipes
- We Don't Take the Time to Communicate
- You Tell Me...

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It Takes A Leader

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- It Starts at the Top
- Store Keeper or Change Agent
- If It's Important to You...
- Standard Aero Approach (FIFO)
- You Will Help Me Change the Culture or...your replacement will
- Vision, Mission, Goals, Objectives, Measures
- Lead By Example
- Look Beyond Your Stovepipe
- Accountability is Essential
- Recognize, Reward, Celebrate

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Standard Work for Leaders

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- “Have the Dialogue” about institutional priorities
- Clarify mission/vision
- Select the critical 3-5 highest level goals to personally champion and lead
- Identify the highest level performance metrics that will drive focus onto the critical goals
- Cascade responsibility for a tiered set of supporting metrics
- Use the 8 Step Problem solving process to close gaps

Give Me A Map, a Vector and a Yardstick



Develop America's Airmen Today ... for Tomorrow

- Strategy, Alignment and Deployment (SA&D)
 - This is the Job Of Leaders
 - Aligns resources behind a common direction and focus
 - “Line of Sight” between higher level goals and lower level metrics
 - Clarifies responsibility and accountability
 - Gets the critical few things done that make a difference
 - It doesn’t have to be fancy



Show Me!



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- Leaders Are Teachers, Coaches, Mentors
 - Visit Successful Sites (Depots, Industry, Bases etc)
 - Provide Literature
 - Provide Training (GB/BBs, 8 Step Problem Solving)
 - Complete Training Yourself
 - Open/Participate/Lead Events
 - Follow Through
 - Attend Out-Briefs...make it a big deal
 - Celebrate, Recognize and Reward



No Problem Is A Problem!!

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- No Problem is Problem...the manager's job is to see problems.
- The Ability to Focus on Solving Problems **WITHOUT** pointing fingers and looking to place the blame on someone is essential!!!
- Make it easy to see problems, solve problems and learn from mistakes.
- Time Out Strategies (Andons/Time Out Cards)
- Red Is OK...really!!
- The C-5 towing example...
- Use the AF Eight Step Problem Solving Process

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Quick Wins Are Essential

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- Use AFSO21 Tools To Solve Problems
 - Activity vs. Performance Improvement
 - Align Process Improvement Events with Strategy
- Start Small
 - 6S is a good start
- Keep It Simple
 - Stay Within Stovepipe at first...then move toward an Enterprise Approach (Don't try to eat the entire elephant in one meal).
- Make Wins Visible to All
 - Recognize, Reward, Celebrate

Towards A Learning Organization



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- Learning organizations:
 - Can learn as much, if not more, from failure as from success.
 - Reject the adage “if it ain’t broke, don’t fix it.”
 - Assume that the managers and employees closest to the work often know more about the process than superiors.
 - Spend a lot of energy looking outside their own boundaries (organizational stovepipes) for knowledge.
 - Ensure that relevant knowledge finds its way to the organizational unit that needs it most.

Joseph Lampel in Strategy Safari,

1998

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Sustaining the Culture

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- The Current Environment
- Developing the Culture
- **Sustaining the Culture**
 - **What is Culture?**
 - **Change is Painful!**
 - **SIPOC (Know Your Processes)**
 - **Strategy Management (SA&D) (Who You Are & Where You Want to Go)**
 - **Metrics (Measure Performance & Id Gaps)**
 - **Annual Improvement Plans (Address Gaps)**
 - **Problem Solving (AF 8 Step)**
 - **Training (8 Step, Green, Black, Master Black Belts)**
 - **Maturity Matrix (Implement & Sustain)**

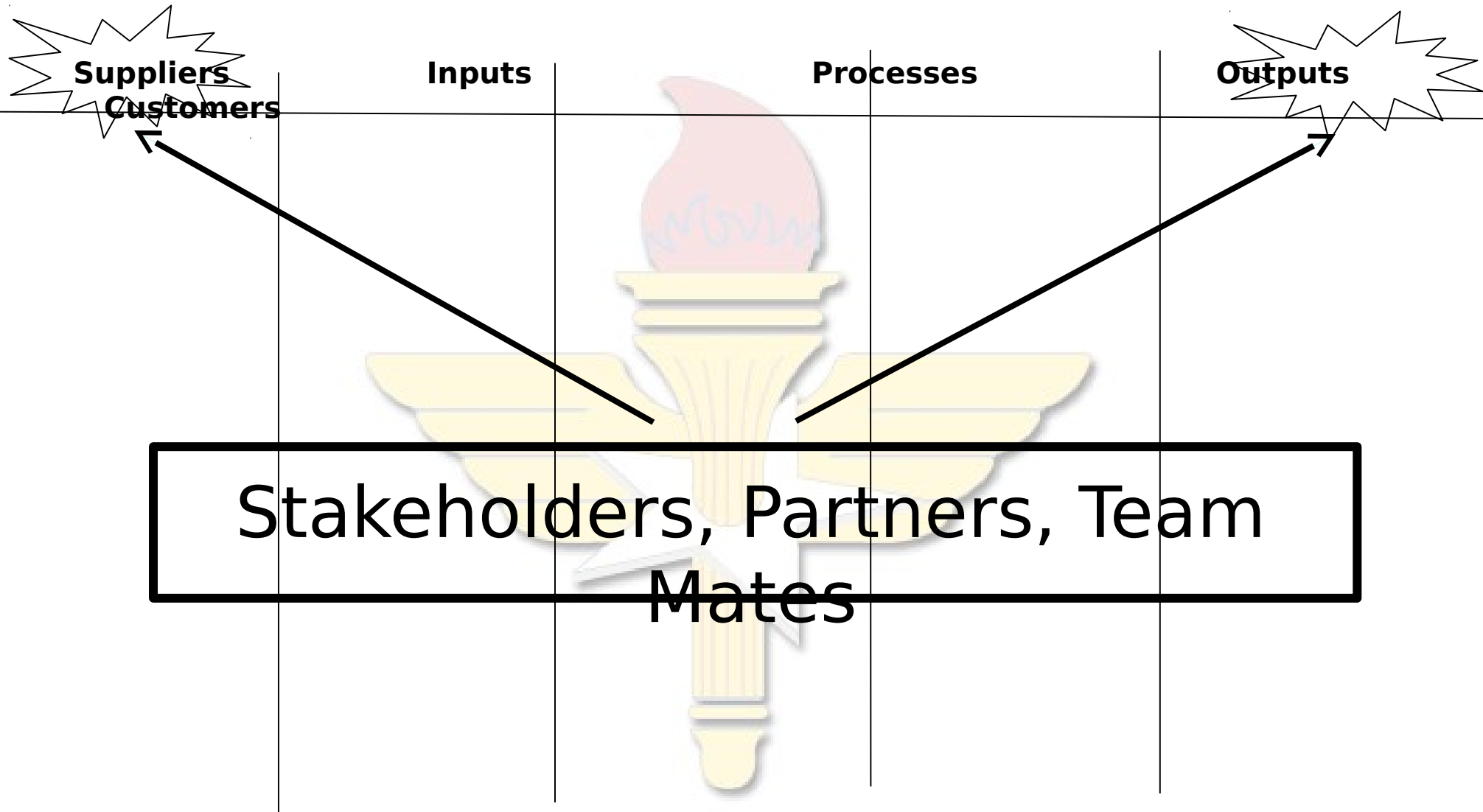
- Final Thoughts

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SIPOC Diagram

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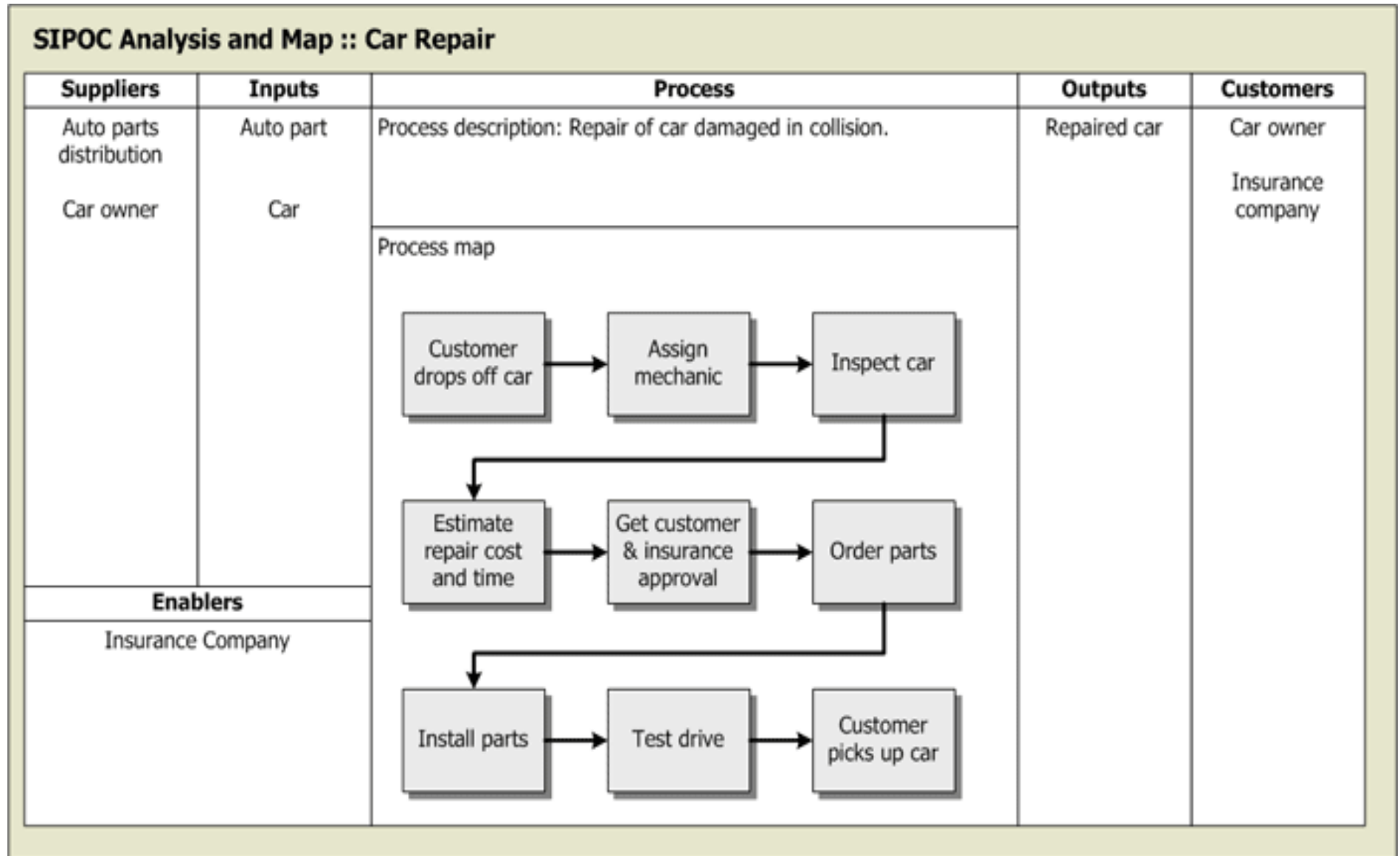
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SIPOC Example



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Pending

Version: 28Apr10



Deliver Unrivaled Air, Space, & Cyberspace Education and Training

Customer: Gaining CC
Stakeholder: USAF

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Mission Impact

Ends

Deliver a high quality,
mission focused force *

O 1

A2/3/10

Champion the AF Story
*

O 2

PA

Operational Drivers

Ways

Recruit the Force

Select the right
candidate

P 1

A2/3/10

Attract the best
candidate mix

P 2

RS

Train the Force

Optimize AETC training
pipelines

P 3

A2/3/10

Synchronize, standardize
and integrate
expeditionary training

P 4

A2/3/10

Educate the Force

Provide unrivaled
education

P 5

ED

Use research to improve
Air Force operations

P 6

ED

Provide agile, timely, and
relevant program development

P 7

A2/3/10

Champion innovative education
and training services

P 8

A2/3/10

Ensure a highly qualified,
operationally experienced
Command *

P 9

A1

Support the USAF Building
Partnerships Service Core Function

P 10

IA

Develop and Support Our People

Means

Build an integrated
AETC team

W 1

A5/8/9

Provide world-class
military
installations *

W 4

A4/7

Enhance programs in
support of Airmen's
careers *

W 2

A1

Promote IT innovation
and integration

W 5

A6

Balance mission and
family *

W 3

A1

Prepare AETC Airmen to
deploy and fight *

W 6

A4/7

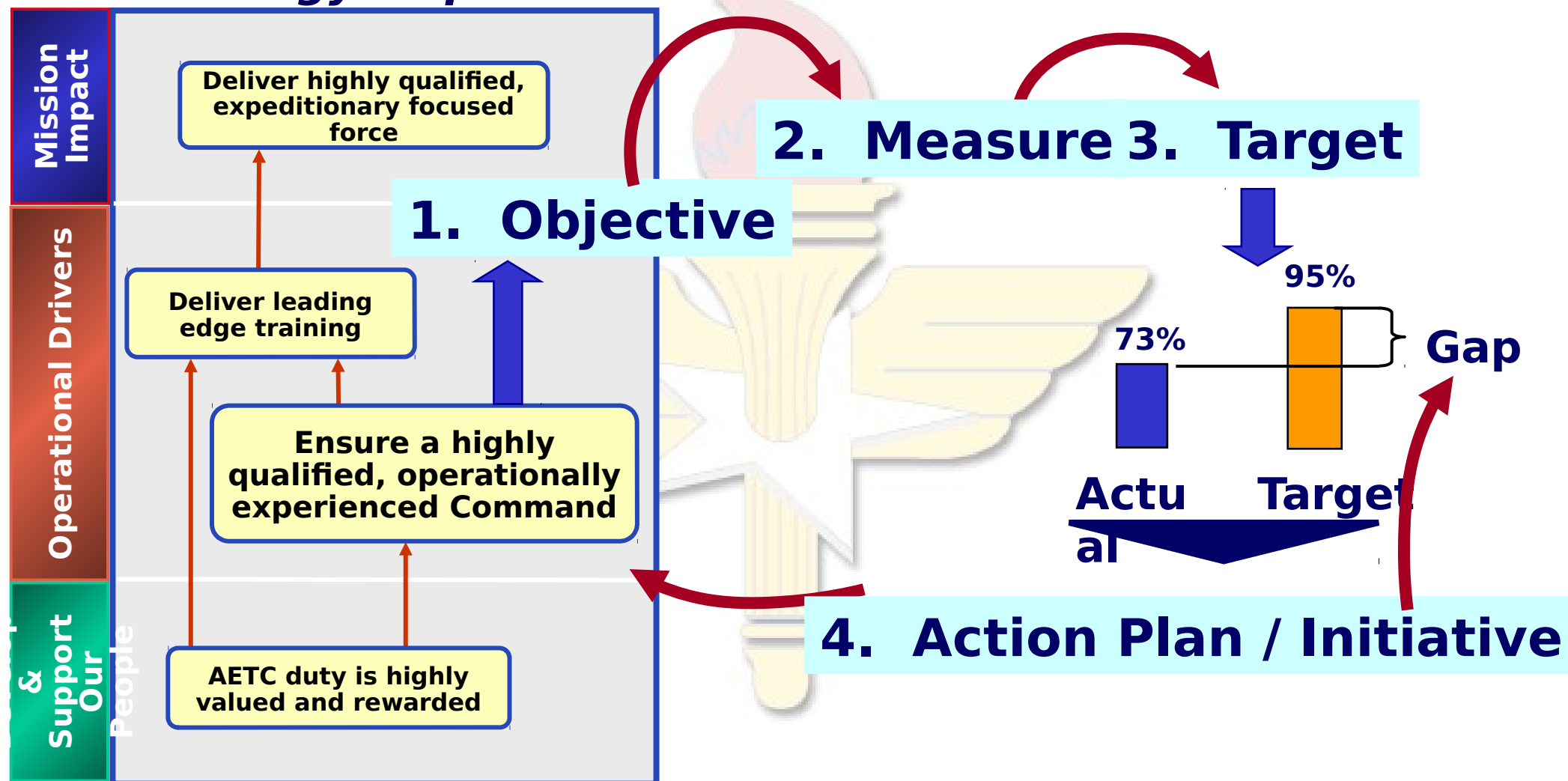
* Required alignment for NAFs and wings

Strategy Analysis



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Strategy Map





Standard Slide Set



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Objective Status

W 6.1 Prepare AETC Airmen to Deploy and Fight
Review Date: 6 Aug 09

Obj Champion: A4/7

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Key Objective Points

- Ensure Airmen ready to deploy and fight
- Combat capability begins and ends with the health, motivation, training, equipping and up-to-date readiness documentation of our Airmen
- Continually hold
- Ensure Airmen

Mr. Richey

Measure Statement
AEF discrepancies (# of AEF mission impact discrepancies)
Deployment compliance (composite score on compliance with new deployment guidance)

A4/7 Objective W 6.1
Prepare AETC Airmen to Deploy and Fight
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1. Problem/Issue	2. Analysis
<ul style="list-style-type: none">• AETC Airmen arrive in theater with discrepancies relating to incomplete training, missing equipment, incomplete medical preparation and other issues that impede their ability to begin training or execute the mission• Drive discrepancies below 1 per 100	<ul style="list-style-type: none">• Unit Deployment Managers (UDMs) receive no standard training on how to prepare Airmen and have no standard work instructions to follow

3. List of Initiatives

1. Jan 08 - Aug 09 Develop Unit Deployment Manager Training
2. Apr 08 - Nov 10 Streamline and Improve Deployment Processes
3. Mar 09 - Dec 10 Develop IDRC Training

Objective Triad

Initiative Triads

Develop UDM Training
(Initiative W 6.1.1)
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Streamline and Improve Deployment Processes
(Initiative W 6.1.2)
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Develop IDRC Training
(Initiative W 6.1.3)
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1. Description	2. Issue(s)/Status
<ul style="list-style-type: none">• Wing mobility machine requires same focus on training as is being accomplished for UDMs• Should be comprehensive, collaborative, integrated• Goal is to continue to eliminate deployment discrepancies and ensure airmen and cargo are fully trained, equipped and prepared for deployment	<ul style="list-style-type: none">• New concept• May require significant resources to field• Luke AFB is drafting IDRC checklist package for "Best Practice" recommendation, ECD 31 Jul 09

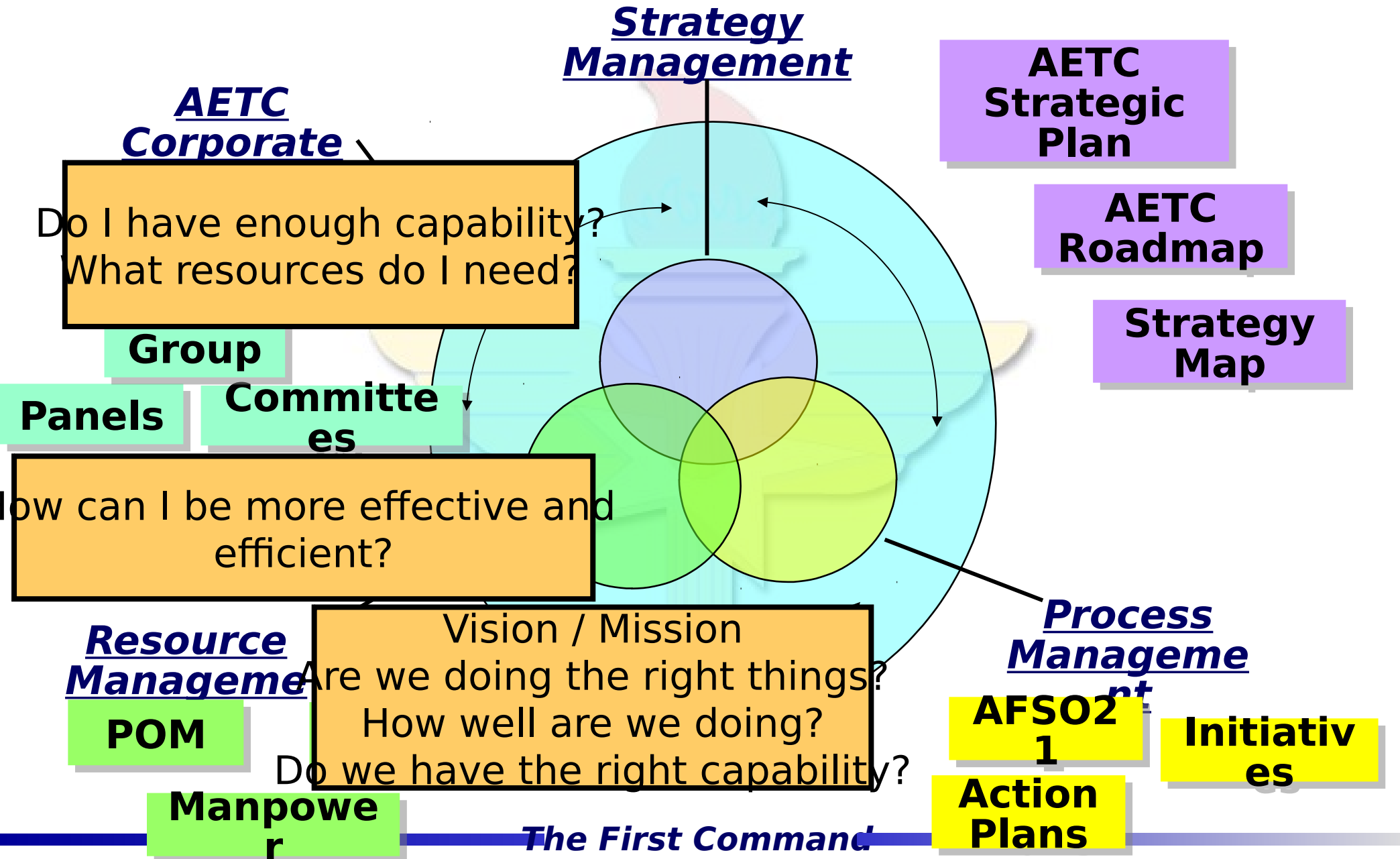
3. Tasks and Milestones

1. 9-13 Mar 09 - Completed - Conducted AFSO21 Lean event
 - a. 9-13 Mar 09 - Agreed on concept, tools, overall focus
 - b. 9-13 Mar 09 - Identified training requirements for major wing players
 - c. 9-13 Mar 09 - Identify follow-on efforts to fully develop concept
2. Incorporate IDRC checklists in IDO Course and AFI 10-403
 - a. 16 Jul 09 - Luke AFB drafted IDRC checklist package as "Best Practice" recommendation for MAJCOM & HAF review / approval
3. Dec 10 - Field capability



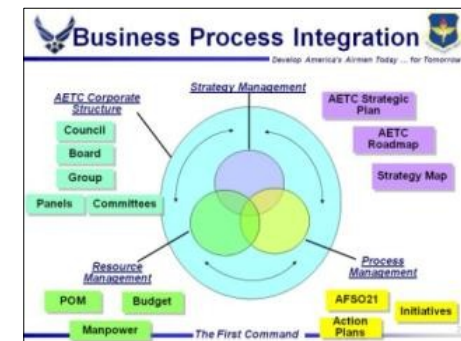
Business Process Integration

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STEP 4: Use strategy reviews to track and report results of countermeasures. Measure the success then standardize the success!





Problem Solving

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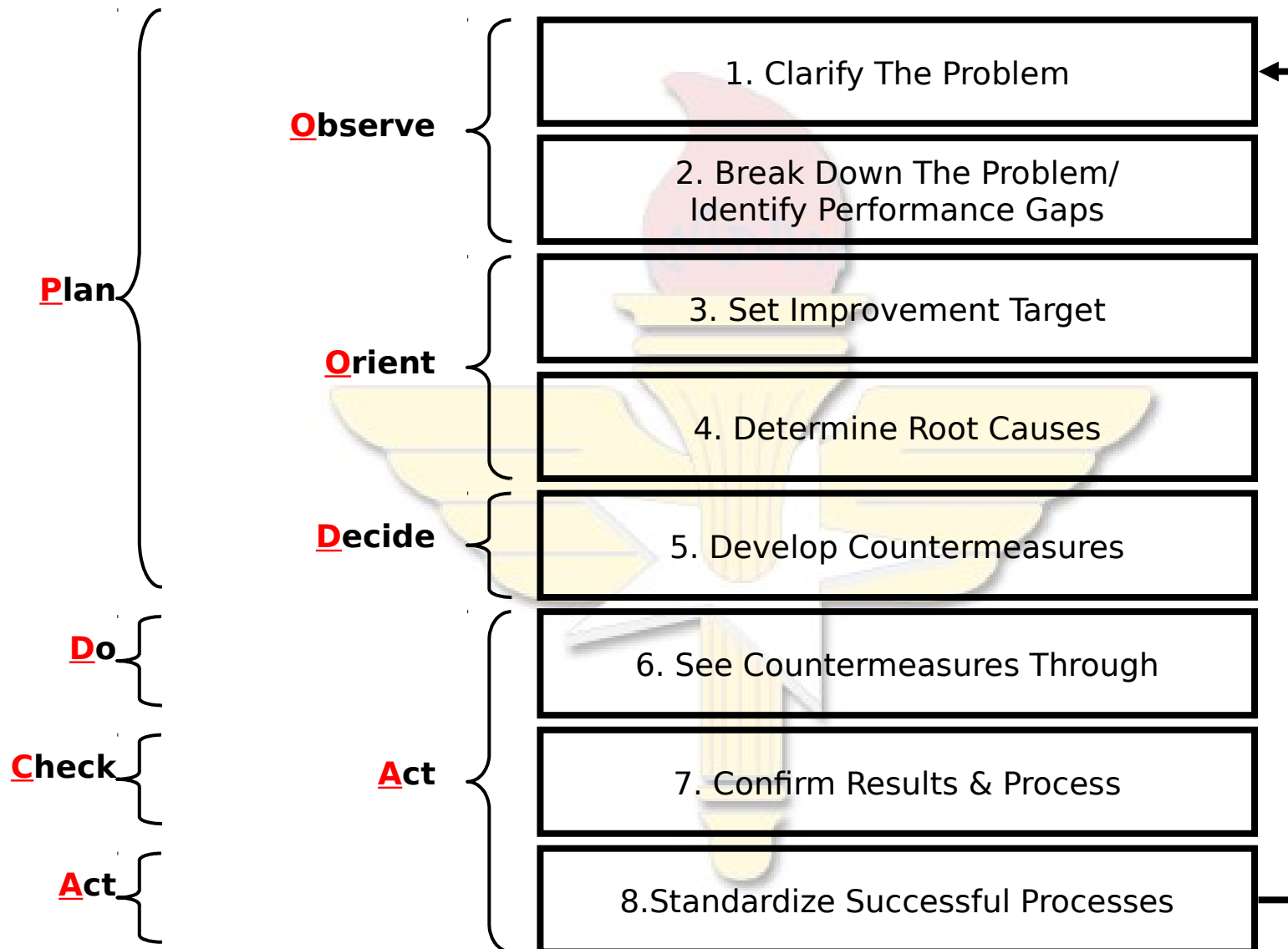
- It's Not the Texas 2 Step...it's the AF 8 Step!
 - Based on Boyd's OODA Loop (circa 1950s)
 - Observe, Orient, Decide & Act Mapped to 8 Steps
 - Concise, standardized approach to solving problems
 - Uses AFSO21 Tools
 - Uses the A3 as a common format for presenting data, facts, information and solutions



AF 8 Step Problem Solving Process



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Value of Structured Problem Solving



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- Logical Thinking Process
- Objectivity
- Focus on Results and Processes
- Synthesis, distillation, and visualization
- Alignment
- Coherence & Consistency
- Systems Viewpoint



1. Clarify & Validate the Problem

O O D A

- The Aircraft must pass a Quality Verification Inspection (QVI) upon completion of phase
- The T-6 Aircraft is flown at five bases across AETC
- Every base completes the phase inspection differently
- Two bases are meeting Takt time
- Some bases meet Takt by operating multiple docks.

Suppliers	Inputs/Req's	Process	Output(s)/Req's	Customer(s)
COMBS Flight Line Battery Shop Wheel & Tire Shop Tool Room Plans & Scheduling Corrosion Shop Quality Assurance MSU Sheet Metal Shop Machine Shop Avionics Egress	T-6 Aircraft Due Phase Inspection	A/C in Dock Remove Seat Depanel Aircraft Conduct Look Phase Order Parts As Req Fix Plans QA Inspection Fix QA Write Ups Partial Panel Up Install Seat Engine Runs and Ops Checks Final Panel Up Service A/C Complete Preflight FCF if Required Make CAMS Inputs Formal Completion	T-6 Aircraft Phase Inspection Complied with, Accepted by Customer	12 FTW 12 OG 12 MX Flight Line AETC/CC



Slide

2. Break Down the Problem/Identify

O O D A

Mapped Randolph Process

Highlighted muda (red) and difference at 4 installations (yellow)

~5 day process with 1 Dock Chief & 4 Mechanics

96 major process steps

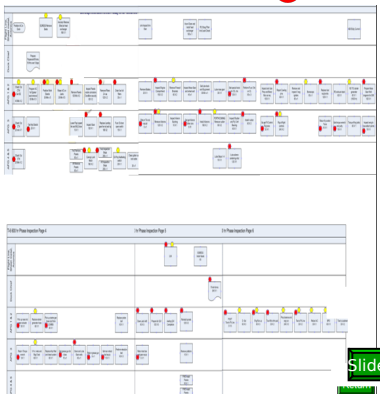
40 steps w/ muda
>50% of time is obvious "Muda" (some necessary)

~10% of overall process is CTK/ tool issue

23 steps performed differently at other installations

TCTOs, DDs, time changes affect overall time

14 TCTOs average 1.9 hrs each



Slide

3. Set Improvement Target

O O D A

Recommended future state for the 600-hour phase inspection

- Determine an Action Plan
- Determine Key Process Indicators (KPI)

Process Start - Aircraft is Positioned in the Dock

Process Stop - Customer Accepts the Aircraft



4. Determine Root Cause

O O D A

SWOT Analysis Results

High Impact

Staging

Flow

Egress/Specialist availability

Medium Impact

Standard/computerized parts ordering

QA on Cockpit Only

Compared Cockpit floorboard protection

Low Impact

Bleed Air Heat Exchanger R2 by APG1 Mech

Dock Chief puts data into CAMS

Local flow sheet

Let Wash Rack Lube

NDI Performs Eddy Current & Borescope

Day 1 Remove Panels and Flt. Controls

Having Bench Stock

Rag Kit and Cleaner Kit

ALTO available block

6. See Countermeasures Through

O O D A

Pre stage

- CTKs/Tools
- Special Equipment
- HazMat
- Bench stock and high use items, COMBS

On-site specialist

Sheet Metal, Avionics, Egress, etc

CTKs - one time-- morning tool/supply grab...

Individual and team CTK

Daily kits from tool room based on history, major/minor (list provided)

CTK keys to Dock Chief

Bench stock orders (list provided)

Part usage (list provided)

6 S tool crib to phase flow and usage

Effort Title	Effort Type	11/08	12/08	01/09	02/09	03/09	04/09
Randomize AFB COMBS provide phase bench stock listing	Do It	Planned	Actual				
Show best practices for inventory at each base	Do It	Planned	Actual				
AFTO Form 22 for repair of elevator trim cable	Do It	Planned	Actual				
AFTO Form 22 for repair of nose wheel steering cable	Do It	Planned	Actual				
AFTO Form 22 to move all ITC control inspections	Do It	Planned	Actual				
AFTO Form 22 to include an avionics centering unit	Do It	Planned	Actual				
Develop a consolidated list of "most common problems" from each unit	Do It	Planned	Actual				
Review next spiral at each base	P	Planned	Actual				

Slide

7. Confirm Results & Process

O O D A

Key Process Indicators added to AETC SA&U

- **Quality** measured by QVI Rates
- **Flow Time** measured by average flow days per aircraft
- **Customer Service** measured by Scheduling Effectiveness
- **Man Hours** measured by IMDS (tangible) and survey the bases (intangible)
- **Expected Results**
Identified standardized flow process
Base-lined KPIs will be compared months out to measure "actual" results
3 months what changes started
6 months first pass results
9 months full implementation results
12 month review
Communication/Teaming Improvements!!
Numerous 22's analyzed / IDI

Slide

8. Standardize Process

O O D A

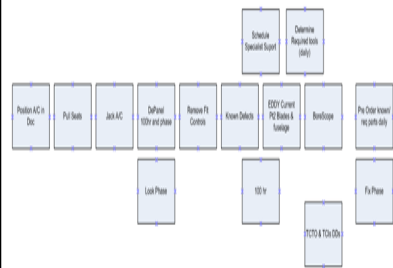
Key Takeaways for Each Base	SAFB	LAFB	CAFB	VAFB	RAFE
Contacts	+	+	+	+	+
New Flow		+	+	+	+
Partial QVI in Cockpit	+	+	+		
Critical Items List	+				+
Review dock manning	+		+		
Staging	+	+	+	+	+
Co-Locate Specialists	+		+	+	
Tools Listing	+	+	+	+	+
Parts/Bench Stock Lists	+	+	+	+	+
Lube & Special Tool Kits	+	+	+	+	+
Use of Battery Powered Tools	+	+			

Slide

5. Develop Countermeasures

O O D A

Standardized Future Flow



Needs

- Numerous AFTO 22's proposals (JDI)
- Standard Process
- Enhanced Flow (with Cockpit QVI, Early Identification of Critical Problems)
- Earlier Egress
- Random QVIs vs. 100%
- Coordination w/QA for each early cockpit QVI
- Leadership Buy-In and Support for critical issues
- Staging of Bench Stock and Tools
- Sheet Metal in Local Areas
- Avionics/EE assigned to dock
- Egress readily available
- List of Common Critical Items

Slide

- AF 8 Step Problem Solving (The Basics)
 - 6 Hrs Class Room at the Squadron
- Green Belts
 - 40 Hrs Class Room at the Wing
 - Teach Awareness Training
 - Observe, Co-Facilitate, Facilitate an Event
 - MAJCOM MPO Certifies
- Black Belts
 - 120 Hrs Class Room at UT (Soon to be AU)
 - Teach Green Belt Course
 - Facilitate 3 Events
 - 2 Week Industry Immersion
 - SAF/USMS Certifies



Maturity Matrix

Develop America's Airmen Today ... for Tomorrow

- Implementation Checklist and Score Card
- Self-Assessment or Audit
- Measures Four Critical Areas
 - Leadership Commitment & Training
 - Strategic Alignment & Deployment
 - Process Mapping and Control
 - Continuous Improvement



Culture Overview

Develop America's Airmen Today ... for Tomorrow

- The Current Environment
- Developing the Culture
- Sustaining the Culture
- **Final Thoughts**



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Final Thoughts

Develop America's Airmen Today ... for Tomorrow

- Continuous Process Improvement is a mainstream, enduring requirement to sustain AF mission effectiveness going forward
- This is your initiative...target the operational requirements that matter to your organization
- Deploy most advanced Continuous Process Improvement Tools
- Management, Mindsets and Capability are key
- Establish robust platform to ensure that AFSO21 has a resilient and lasting foundation
- The resources are there... we have to learn to them
- Highly dependent on your personal leadership *this is not easy...we can because "we must"*
- *AFSO21 is not a substitute for a leader's responsibility to constantly improve the effectiveness and efficiency of an organization...it is a tool!!*

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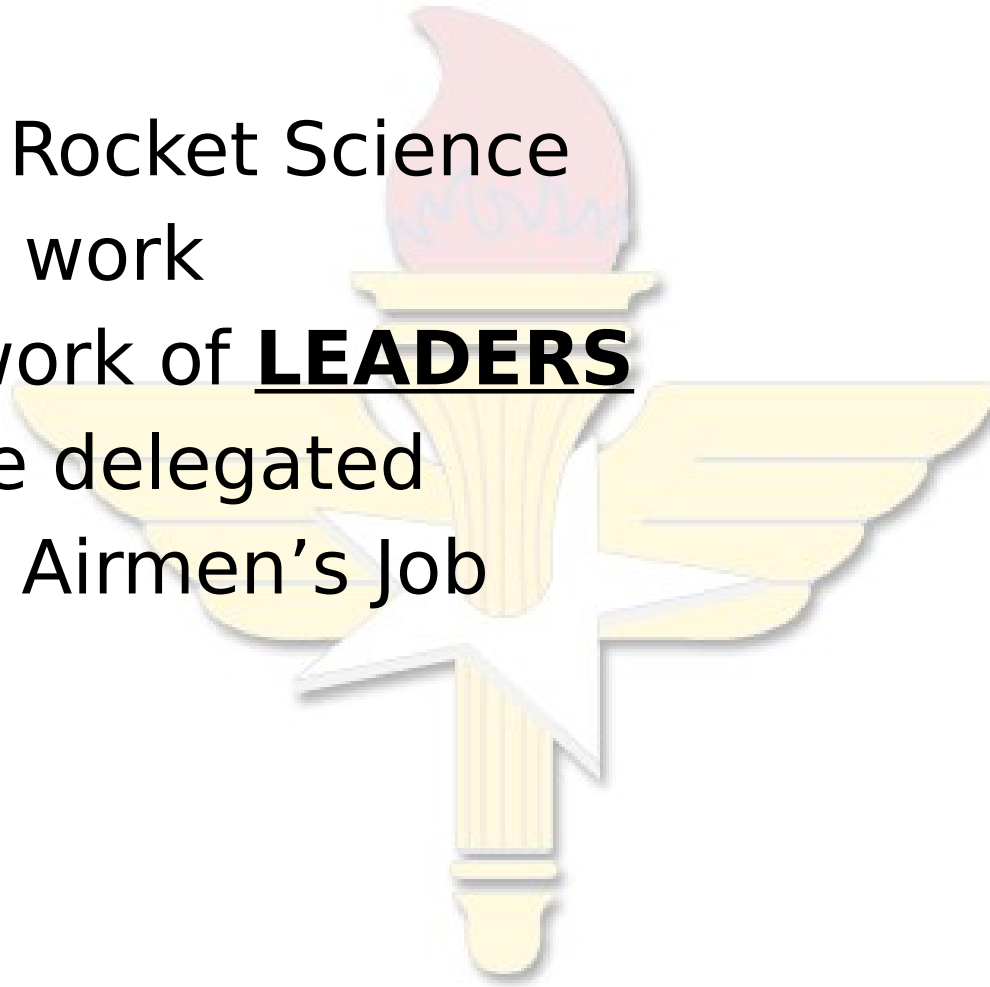


The Bottom Line



Develop America's Airmen Today ... for Tomorrow

- It is **NOT** Rocket Science
- It **IS** hard work
- It is the work of **LEADERS**
- It can't be delegated
- It's every Airmen's Job



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Air Education and Training Command

"The First Command"

The First Command